



TERRY L. STEWART - DIRECTOR

JANUARY/FEBRUARY 2000

ADC Hosts the 2000 Winter Conference

The Arizona Department of Corrections was the honored host this year for the 2000 Winter Conference sponsored by the American Correctional Association and the American Correctional Health Services Association. The conference ran from January 10-12 where workshops were moderated by professionals in the correctional industry nationwide.

The title of the conference was *Treatment: It's Everybody's Business*. Keynote speakers included former First Lady Barbara Bush and recording artist Tony Orlando, who both offered substantive information and worthy solutions for relevant issues facing the corrections industry.

Some of our very own from the Arizona Department of Correc-

tions led workshops in the conference. Director **Terry L. Stewart** moderated a workshop on staff safety, where Deputy Director **Charles L. Ryan** spoke about practices and programs directed at enhancing staff safety. On Tuesday **Carl Nink**, the Assistant Director of Administrative Operations moderated a workshop about how to make the technology environment in corrections a safer place. Mr. Ryan spoke at this workshop where he supplied information about how technology can enhance operations practices in managing inmates.

ASafety of corrections employees is the most significant issue of corrections today, particularly given the violent and assaultive na-

ture of inmate population confined across this nation, said Mr. Ryan. AIn order to safely and effectively control convicted felons we need to ensure all staff, regardless of classification, to be properly equipped to respond to any given situation in a prison environment.@

Prison Operations paid for 300 individuals to attend the conference; of those, 175 were correctional officers from across the state.

Members of the corrections community from across the country contributed personal knowledge and experience. This healthy exchange of ideas will work as a tool in enhancing the corrections community's common goal towards public protection.

(see pages 4-5 for photos of conference.)

Update on the Quality of Work Life Survey

Work is still progressing on the final report that will be presented to Director **Terry Stewart**. Unfortunately, this report and the required analyses have taken more time than expected. After the Director has reviewed the report, an executive summary will be used to develop the special edition of *Directions* that will be sent out to all employees. Your patience as staff work to complete this extensive report is appreciated. To give you an idea of some of the information that was derived from the survey, we have included the following employee responses:

- Overall, 54.6% of survey responses expressed a favorable opinion or impression of a work-related area such as quality of supervision, safety and security in the workplace, etc. The most favorable responses were received in the areas of managing inmates (72%), work/personal life balance (68%), relationships with co-workers (66%), quality of supervision (63%), and psychological environment (61%).
- The least favorable responses were received regarding support from the organization (25%), the physical environment at the workplace (32%), safety and security in the workplace with regard to offices and personal property (40%), and teamwork/teambuilding (42%).



A new CORP Bill has passed its first step in the Legislature and is awaiting further action.

(See page 3 for more details).

DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



I am continually impressed with the amount of community involvement, civic awareness and just plain compassion our employees demonstrate every day of the year. Sometimes it's a bake sale for the Torch Run or a softball tournament for SECC; other times it's giving blood or running a charity golf tournament to feed the hungry. Our employees are known as community leaders in rising to the challenge of making Arizona a better place to live.

One of those challenges is the struggle to minimize or eliminate the brown cloud of air pollution that covers many portions of our state throughout the year. Because of your efforts, we are in the final stages of a long drive to clean up our air and to receive a more favorable air quality status from the Environmental Protection Agency (EPA). The good news is, we had a highly successful summer season with no ozone violations, thanks largely to your conscientious efforts to implement the Governor's Operation Ozone program procedures. Except for one substandard reading at a single monitoring station in December, Arizona has not had any ozone or carbon monoxide EPA violations in the last three years. An improved EPA air quality rating will help us avoid federal sanctions and some onerous air quality requirements.

However, our work is not done. The ozone, carbon monoxide and particulate problems are still nipping at our heels. That is why I am writing this article to specifically encourage each of you to continue finding ways to be a part of the pollution solution. A number of our existing programs are clearly considered employee

benefits. Many of you have commented that you enjoy working with flexible hours, adjusted hours or compressed work weeks. Others have spoken highly of telecommuting, the convenience of Ride Share parking or the savings and camaraderie of joining a Vanpool. If you want to participate in these programs, ask your supervisor about how you can take part.

Some of the other travel reduction options require some work on our part. Riding a bus or joining a car pool may require some planning, sacrifice or compromises. But, don't let the fear of trying something new stop you. Ask a friend to join you in riding to work, get in the HOV lane and bypass the freeway gridlock. Maybe you should pick up a bus book and see how close that bus really does come to your house. Many of you who share the ride have indicated that the minor inconveniences are more than outweighed by the reduced stress, cost savings, friendships made, or other unexpected benefits. In this case, every penny saved is truly a penny earned and those pennies are also tax free.

I will continue to search for new and even more effective options for all of us to help clean our air, which should also contribute to a better quality of life for each of you. You have already done so much to help the people of this state. I want to say thank you in advance for the work you continue to do in helping to free up the federal clean air money for much needed projects throughout the State. I also know I speak for many thousands of Arizonans who benefit from a cleaner, healthier environment and have you to thank for making Arizona a better place to live.

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CORRECTIONS OFFICER RETIREMENT PLAN 20 YEAR RETIREMENT BILLS (HB 2237)

Representative Mike Gardner has introduced a bill which would reduce the normal retirement date in CORP to 20 years. House Bill 2237 passed out of the House Government Operations Committee unanimously, and awaits further action in the House of Representatives. The fact sheet below provides detailed information relating to the impact and provisions of House bill 2237.

- Corrections Officer Retirement Plan (CORP) was created because the Legislature in 1986 recognized corrections officers needed a special plan to recruit and retain the caliber of employee needed for this physically demanding position. At that time all corrections officers and employees now in CORP were covered by the Arizona State Retirement Plan. There was specific legislative intent to differentiate this plan from the existing state retirement plan.
- Now after more than 13 years of experience there exists a need to improve the plan from its current 25 year retirement requirement to a 20 year plan.

Facts About the Arizona Department of Corrections Recruitment and Retention

- The Department is authorized **6,417 corrections officer positions**.
- Current cost to train a cadet is **\$9,506 per cadet (including RUSH)**.
- CO Loss Rates for the last three years have been:
 - 1997-24.2% (1,067 Officers)
 - 1998-27.2% (1,178 Officers)
 - 1999-23.1% (1,121 Officers)
- For every 100 additional officers we retain, the Department will save **\$950,606**.
- In 1999, the loss of 1,121 officers at an average training cost of **\$9,506 per cadet** cost the State of Arizona and the Department of Corrections **\$10,656,293**.

Facts About House Bill 2237 CORP; Normal Retirement Date

- Correctional Officers can retire after 20 years with a pension equal to 2.5% for each year of service-which equals 50% of their average salary.
- The pension will continue to increase by 2% annually from years 20 to 24.9. However, at 25 years of service, the pension for years 20 through 24.9 is recalculated at 2.5% annually.
- CORP employee contributions drop from 8.5% to 7.65%.

Director and Elected Officials Visit ASPC-Winslow's Apache Unit

Senator Jack Brown, Representative Jake Flake, and Director Stewart visited ASPC-Winslow's Apache Unit on Friday, February 11. The purpose of the visit was to inform ADC employees of Senator Brown and Representative Flake's intentions of expanding the Apache unit, and to discuss employee concerns regarding House Bill 2486 (Apache prison; expansion; privatization), which would expand and potentially privatize the 334 bed Apache unit.

Director Stewart provided employees with background information relating to past and present proposals to expand the unit, and Senator Brown and Represen-

tative Flake commented on the economic benefits to the surrounding communities associated with doubling the capacity of the facility. As for the potential for the privatization of the Apache unit, both Senator Brown and Representative Flake expressed that the potential privatization of the facility originated when it appeared that the state did not have sufficient funding to expand in the near future. Privatization was an option, but expansion was the ultimate goal.

At the conclusion of the meeting, Senator Brown and Representative Flake informed employees that due to the number of employee letters and e-mail that they

have received, along with concerns expressed during the meeting, that they would withdraw House Bill 2486, and would not pursue the privatization of the Apache unit.

Although the privatization of the Apache unit has been ruled out, the House Appropriations Subcommittee for Criminal Justice and Transportation made a motion on Monday, February 7, 2000, requiring ADC to submit a report to the Joint Legislative Budget Committee by April 15, 2000. The report must include a plan and a timeline to issue and evaluate a Request for Proposal (RFP) to determine private sector interest in the private operation of ASPC-Perryville.

Recognition is Key to Department's Success

Recognition is one of the most direct ways to reinforce an agency's mission and objectives and retain its top performers. Each quarter, the Arizona Department of Corrections publicly acknowledges the special contributions of its employees by giving awards based on different levels of performance and excellence. Director Terry Stewart presented these awards at the Fourth Quarterly Administrators' Meeting held at the Sheraton Mesa Hotel in Mesa.

The employees featured in this month's edition of *Directions* received the Department's Lifesaving Award "in recognition of an act that results in the saving or preservation of a human life that other otherwise would have expired without direct action by the respondent."

In an incident last October, it took just a matter of seconds for Correctional Officer **Jon M. Camacho**,



CO Jon M. Camacho

ASPC-Yuma, Dakota Unit to react to a deadly assault by an inmate who had produced a nine-inch long, steel homemade weapon from his shoe, and began stabbing another inmate repeatedly on the head, neck, chest,

and back. Officer Camacho had to maneuver his way through a dining hall full of inmates in order to disrupt the assault. By the time relief officers arrived, Officer Camacho had separated both inmates by using nothing more than his presence, verbal directions, and OC spray, which forced the assailant to drop his weapon. Even though the victim received 24 puncture wounds and a collapsed lung in the attack, the actions of Officer Camacho were the essential factors in the preservation of an inmate's life.

While working weekend visitation, Correctional Officer **Efren L. Huerta**, ASPC-Yuma, Dakota Unit,



CO Efren L. Huerta

noticed an eight month old infant begin to cough and choke. The child's mother was screaming and holding the child close to her chest. The officer took the child, who was now turning blue and began checking her mouth, but he could not see what was stuck in her throat. Promptly, Officer Huerta began the Basic Life Support steps by placing the infant's head down, and beginning back thrusts. He was successful in clearing the airway by removing a piece of plastic from her mouth.

Because of this officer's use of his training, and quick thinking, he was able to restore breathing and save the life of an inmate's child.



CO Joseph McDaniels

Last July, an inmate was being returned from St. Mary's Hospital and was in the prison's sallyport area when severe bleeding began from a wound on his ankle. Correctional Officer **Joseph McDaniels**, ASPC-Florence, North Unit, immediately began to assist by putting on gloves and applying pressure to help reduce the bleeding. By the time the inmate reached the Central Unit health facility, his blood pressure had dropped dangerously low. Officer McDaniels continued to assist while the inmate was being examined at the health unit, during transport on a helicopter back to the hospital, and while at the hospital. The inmate later needed four units of blood because of his significant blood loss, but did survive. He was so moved by Officer McDaniels' efforts to help him in his distress, that he wrote a letter to the Deputy Warden stating that the only reason he is alive today is because of the officer's professionalism.

United States Census 2000: You count, so be counted.

About a week before Census Day~~B~~April 1, 2000~~B~~most households will receive a questionnaire by mail. Census takers will deliver forms to the remaining households. The Census 2000 questionnaire will be easy to read and simple to fill out. It will ask only about seven subjects: name, sex, age, relationship, Hispanic origin, race and housing tenure (whether you rent or own).

Responding is very important because. . .

- i Census numbers can help your community work out public improvement strategies.
- i When natural disasters occur, the census tells rescuers how many people need help.
- i Census numbers help determine the distribution of federal and state funds.

- i Because census numbers help industry reduce financial risk and locate potential markets, businesses are able to produce the products you want.

THE LAW PROTECTS YOUR ANSWERS. . . By law, the Census Bureau cannot share your answers with the IRS, FBI, Welfare, Immigration~~B~~or any other government agency.

Fill out and turn in your census forms on April 1, and don't forget to inform family, neighbors and friends about the importance of Census 2000. The Census Form 2000 will be the shortest form in 180 years.

The Objective of Pillar Group is to “Retain, Eliminate and Modify”

By Assistant Director Nancy Hughes

The REM Pillar Group (Retain, Eliminate and Modify) originated during the 1997 ADC Executive Team Retreat. The REM Group, comprised of two committees of area experts, met and discussed suggestions submitted from throughout the ADC regarding specific ineffective or unnecessary reports and meetings. The objective of the REM group's endeavor focused on the development of more effective, yet fewer, reports and/or meetings.

During the work group meetings, it became obvious that:

- ◆ Only the areas affected by the suggested modifications to specific reports or meetings needed to review the material for final recommendation to the Deputy Directors and Director.
- ◆ The areas affected were very homogeneous in their recognition of concerns and as a result, input could be gathered by a small group representing the whole (smaller number of people pulled together for analysis with wider group reviewing product).
- ◆ The areas generating specific reports already had in place the processes to finalize the action approved by the Director.
- ◆ Once the Director approved the final action on

each report/meeting, submitted from each LEAD area, Policy and Research was notified by the LEAD area to ensure that any changes required in written instruction/orders were quickly adopted.

Recommendations were completed and forwarded to the Executive Staff and Extended Executive Staff in August 1998 regarding the elimination and modification of several reports and meetings. The REM group suggested elimination of the following reports: Employee Discipline (generated by Prison Operations), Non-Contact Visitation Report, Fire Fighter Application Form, Fire Fighter Training form, Annual Fire Profile Report, Defective Equipment Report, Fire Center Response, Fire Safety Prevention - Protective suggestion, Fire Evacuation Practice Summary, and the EEO Liaison Report. Modifications were recommended for the following reports: Use of Force, Deputy Warden Monthly Reports, Institutional Tour Reports, On-Site Duty Officer Report, Calendar of Events, Monthly Statistical Report, Intel Weekly Report, Daily Chemical/Hazardous Material Log, Fire Incident Witness, Hydrant Report, Free Equipment Usage Form, and the Cellular Telephone Report. It was also suggested that the Warden/Correctional Officer Meetings be modified to be held quarterly rather than monthly. Each Assistant Director was responsible to make the final recommendation through the Deputy Director to the Director.

Once again the Arizona Department of Corrections employees have demonstrated their true generosity and spirit by raising more than \$352,000 for the 1999 State Employees Charitable Campaign. It was an honor and privilege to be the agency coordinator of SECC. It is truly inspiring to see what state employees can do through their hard work, dedication and generosity.

The success of any combined campaign is dependent upon the efforts of many individuals. Our Department has many employees who deserve to be mentioned for their generous donations and volunteer actions that produced such an impressive outcome. Specifically, I would like to mention the following Local Area Coordinators who effectively coordinated fund-raising activities for their complexes and offices:

Veronica Abrigo, Cheryl Bennett, Carolann Bolick, Annette Close, Scott Cusack, Sally Delbridge, Herb Haley, John Hayes, Josie Hinderberger, Alicia Hinds, Tim Lawrence, Trisha Lemon, Coral Martinez, Shelly Metzger, Shaka Okougbo, Karen Pulley, Christina Reese, Inez Ross, Jackie Rubble, Jack Schwartz, Shane Skinner, Nancy Turco, Terri White, and Pam Webster.

The strength of this fund-raising campaign originates in the compassion and drive of people who support it each year -- including some of whom I would like to work behind the scenes and never receive any recognition. I would like to

Virginia Stankman
Internal Communications

Relic Tour Visits ASPC-Douglas

A receptacle or reliquary containing the remains of the 19th Century Carmelite Sister, St. Therese de Lisieux arrived at ASPC-Douglas recently. The reliquary has been on a world tour since 1995 and arrived in the United States last October. The reliquary has been to 89 American cities. ASPC-Douglas is the only prison in the country that

the reliquary has toured.

The van carrying the reliquary drove around the prison allowing inmates the opportunity to pay homage as it passed by. Before leaving the facility, the van stopped so that staff who had gathered could touch and pray before the reliquary.

ASPC-Douglas staff, along with other local law enforcement agen-

cies, were instrumental in making all preparations for

attended the ceremonies.

More than 30 ASPC-Douglas employees provided security during the 18 hours in which the reliquary was venerated. Warden **Charles Flanagan** was honored with the privilege of being one of six reliquary bearers for



the crowd of devotees that

the relics.